

Assessment of the Effectiveness of Capacity Building Programs: A Study of Administrative Office of the President Kabul, Afghanistan

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Abstract

This study's main objective is to assess the effectiveness of capacity-building programmes on employee's performance in the Administrative Office of the President (AOP). A descriptive research method was applied in the study. This research's statistical population consists of all employees of the Administrative Office of the President, which consists of 1246 employees. Cochran's formula was selected for statistical sample of 293 employees at different administrative levels. A researcher-made questionnaire was used to collect field information and a quota sampling technique was used in the research study. Experts confirmed the questionnaire's validity in this field and its reliability was 0.781 through Cronbach's alpha. SPSS and EXCEL software were also used for data analysis. The research findings show that after the assessment the capacity-building programmes in this office were acceptable. The level of satisfaction of the participants in capacity building programme was broadly satisfactory. Research findings revealed that capacity-building programme had a significant and positive influence on employees' performance and its dimensions, including skills development and job satisfaction among the employees at AOP.

Keywords: 1. Capacity Building, 2.Skills Development, 3.Job Satisfaction, 4.Employees' Performance

1 .Introduction

Afghanistan is a nation with decades of ongoing conflicts, where most of the government and nongovernment organizations were scratched during the internal conflict. After the collapse of the Taliban regime in 2000, a transitional government was formed. The transitional government began to reconstruct the governmental organization. The government of Afghanistan almost consists of 26 ministries and 34 dependent and independent administrative organizations and directorates, including the Supreme Court, where the total civil services employees were estimated at 400812 persons, of which 78.1 % were male, and 21.1 % were female (National Statistics and Information Authority [NSIA], 2015-16). Out of these governmental organizations and directorates, the President's Administrative Office (AOP) is one of the influential and top organizations in the government. This office was established in 1973 and is known as the "King Office" and later named the president's administrative office. This organization's primary duties and responsibilities are to apply its regulations to the three branches (Executive, Legislature, and Judiciary) of government following the president's rules.

In today's era of globalization, its growth and development depend entirely on employees' performance. Employees play an essential role in their organization's ability to be flexible through their actions and behaviors, including responding to organizational change (Griffith & West, 2013). It is employee performance that drives the organization towards success and collapse. Employee performance is related to the activities and duties that are performed by an employee efficiently and effectively. Employees' performance can be improved by applying HR practice and management techniques (Hartog et al., 2004). A manager can use a variety of mechanisms to measure performance (Saleem and Amin, 2013). Various factors affect employee performance, such as monetary benefits, training, development, employee engagement, organizational support, job satisfaction, capacity building programs, etc. As a result, employees' performance is the profitability of the organization (Gul et al., 2012).

According to Neubert and Cady (2001) capacity, building programmes sustain employees' high performance through change and instability in the organization. Achieving an

organization's goals effectively and efficiently in this technological era is one of the most challenging tasks. Most public and private organizations are arranging internal and external capacity-building programmes for their employees to enhance their performance abilities and skills. The capacity-building programme promotes individual and institutional learning and is a long-term process that contributes to the social and sustainable economic development of the country. Capacity building is a continuous process that includes intellectual capital, social capital, and organizational capital to add value in achieving maximum productivity from production factors (Hargreaves, 2011). The capacity-building programme is the right direction to the sustainable development of the organization.

Most organizations have been developed separate human resource departments. Still, capacity-building programme and other training programme between public and private organizations are rarely implemented. There are still serious questions about the effectiveness of capacity-building programs. Although, it is the one of the most widely used government programs, some believe that capacity-building programmes have failed to increase the skills and professional knowledge of employees. Capacity building programme held in government ministries and departments are not primarily based on staff's actual training needs. The reason is that most training programmes do not have a needs assessment before they are implemented. Sometimes capacity-building programme and other types of training programme are not related to employees' workplaces, so these learning programs' content will not have a high impact on the effectiveness of affairs. In some cases the people who run these types of programme are less likely to have the necessary knowledge and skills themselves. While budget allocation is another issue for conducting capacity building programme in the most government and nongovernment organizations.

Researchers found that the capacity-building programme is somewhat implemented in Pakistan, especially in the public sector, and widely used in the private sector (Ahmad et al., 2015). On the other hand, no similar research has been conducted for this purpose in Afghanistan, and this research can fill this gap. This study's results can be used in all

government departments of Afghanistan to improve the capacity-building programmes and improve the evaluation process of these programmes by the relevant institutions.

1.1 Objectives of the study

The following objectives have been pursued throughout the duration of the research:

To assess the impact of capacity building programme on employee performance in the Administrative Office of the President

To study the impact of capacity building programme on skills development of employees in the Administrative Office of the President

To examine the impact of capacity building programme on job satisfaction of employees in the Administrative Office of the President

1.2. Research Questions

This paper investigates two main questions related to the objectives of the study conducted in the Administrative Office of the President.

What is the influence of capacity building programme on employees' performance?

How do capacity building programme have influence on the skills development and job satisfaction of employees?

1.3. Research Hypothesis

In order to address the questions outlined above, we report here the following hypothesis:

H1: Capacity building programme has significant impact on improving the performance of employees in the Administrative Office of the President.

H2: Capacity building programme has significant impact on employees' skills development in Administrative Office of the President.

H3: Capacity building programme has significant impact on job satisfaction of employees in the administrative office of the president.

2. Literature Review

In the literature, there is broad theoretical and experimental evidence to support the study. It will use a broader and more comprehensive definition to describe Capacity building, Skills Development, Job Satisfaction, and Employees Performance.

2.1. Capacity Building

Several research groups have created performance management, which emphasizes the importance of a system for administrating organizational performance and managing employee performance. The research presents a purposeful review of the literature on the corporate capacity building concept. The concept of capacity-building programmes emerged in late 1990 (Fort, 1999). According to Hughes (2005), capacity Building refers to the factors' that proceed with the design for the emergence of gaining knowledge of society for employees. Capacity building is still limited in many developing countries (Craig (2007). Fullan (2007, p. 58) explained as "capacity building in collective aspects in terms of strategic steps adopted to enhance the group efficiency showing great improvements in performances, expansion of resources and more motivation among working persons." Groot and Molen (2000) described Capacity building as improving knowledge, abilities, and attitudes in individuals and agencies of people relevant in design. As a result, this was considered to improve the overall performance, whether technical or human skills. Capacity building programme as an activity depends on improving education, training, and human resource management. The sustainable development of a nation largely depends on the capacity of its people and institution.

2.2. Skills Development

Building employee knowledge, trust, and skills in the organization is the priority of managers. Enhancing professional skills at various organizational levels can be achieved with several

internal or external capacities building programmes arrangement to the employees. Capacity-building programmes are the right direction for individuals to enhance professional skills (Stoll, 2009). In the past decade, capacity building and skills development highly contributed to developing the ICT environment in this digital age (International Telecommunication Union [ITU], 2018).

Capacity building and skills development are how personnel and organizations acquire, preserve new competencies, knowledge, and other assets to perform their duties adequately or to better capacity for higher results. Capacity building and skills development are most valuable when based on research, supportive in getting content knowledge, corporative in service, evaluating past compliance measures, and focusing on leading management capacity (Guskey, 2003). Capacity building is the essential element in the development of organizational practices. Capacity building is the crucial element in the development of corporate practices (Eade, 1997). The purpose of capacity building and skills development is to improve the individual's abilities and meet the organization's current and future needs.

2.3. Job Satisfaction

The performance of an employee leaving is the result of his satisfactory work experience in the organization that can be seen from his imitated work life. It varies from job to job and from person to person. In addition to this type of crisis, the organization can focus on the arrangement of the capacity programme to regularly improve employee job satisfaction to motivate them (Rane, 2011). However, the retention of good employees is essential for an organization to achieve sustainable growth. For an organization to have a high performance, it must increase worker satisfaction with the job. The concept of job satisfaction refers to the interest and ability to do things efficiently. Khan (1990) highlighted in his empirical research that a high level of job satisfaction leads to positive work results. Training opportunities for employee's job development determine employee's satisfaction (Garcia-Bernal, Gargallo-Castel, Marzo-Navarro, and RiveraTorres, 2005). Further, Gazioglu and Tansel (2006) found that those employees who participated in capacity building programme were more satisfied

in the job than those who had no opportunities. Buckley and Caple (2004) recommended the number of ways for job satisfaction that can be attained from training and capacity-building programs.

2.4. Employees Performance

Capacity building is concerned with building the system's abilities so that it performs efficiently (Cairns et al., 2005; Gazley and Christensen, 2007). Capacity building programmes boost employee's performance. Employee. Performance has the multilateral capacity as specified by the human, technological, organizational, and institutional levels. Performance is a design in which an employee achievement of assigned tasks (Cascio, 1992). The motive of practicing employee overall performance evaluation is to look at employee performance primarily based on standards set and discover individuals' strengths and weaknesses in terms of personal characteristics and delivering skills (Goss, 1994). Joyce and Glenn (1989) Found that particular training implementations have a direct and significant effect on employees' overall performance. Training is any learning activity that leads to acquiring specific knowledge and skills for a profession or work (Cole, 1993). According to Delaney and Huselid (1996), the explanation, performance, and output of employees are strongly related to how managers are used to dealing with their employees. It underlined that supervisor help and capacity building can directly affect worker overall performance and business outcome. Therefore, organizations need to invest in capacity-building activities to achieve a better work environment and improve organizational performance. Capacity building ethically enhances employee performance and regulates their abilities to enhance the productivity of organizations (DeJoy and Wilson, 2003).

3. Research Conceptual Model

The current study assesses the impact of capacity-building programmes on employee performance in the Administrative of Presidential Office. To this end, these programs' effect on the dimensions of employee performance, including skills development and job motivation, has been studied. This research's independent variable consists of a capacity-building program, and

the research-dependent variables are enhancing employee performance, including skills development and job satisfaction. Below is the concept model (Figure 1)

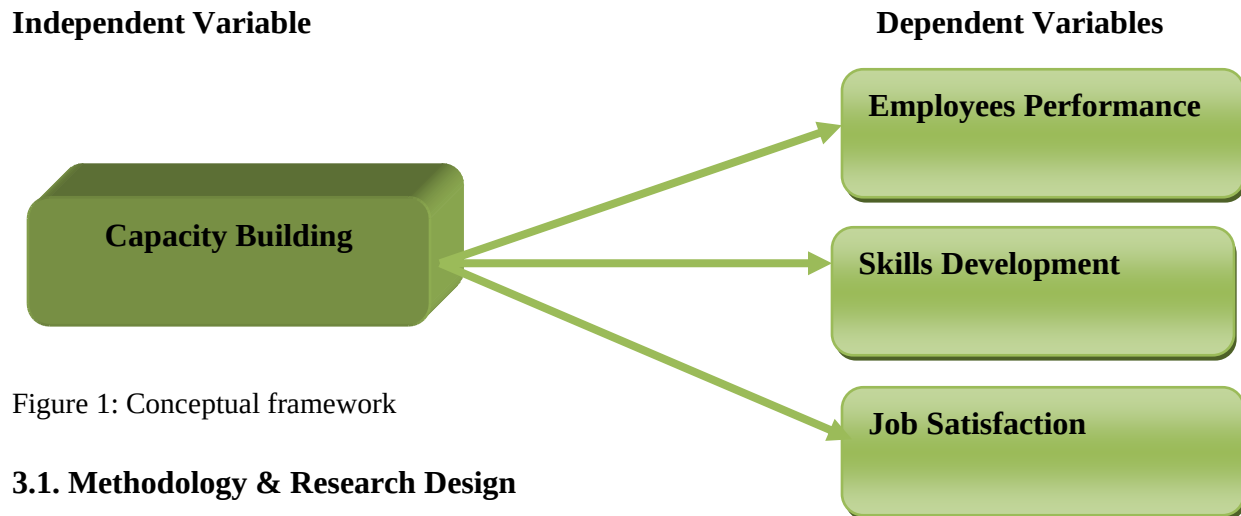


Figure 1: Conceptual framework

3.1. Methodology & Research Design

Research design led researchers to investigate more sophisticated techniques for the research study. Qualitative research method is used in this research. A questionnaire containing questions on 5-point Likert scale points are marked in :(1= strongly agree, 2= agree, 3= Neutral, 4=disagree, 5= strongly disagree) was used as a descriptive survey design to gather field information (White and Ruh, p. 509, 1973).

3.2. Research Participants

The participants of this research were the employees of various directorates and departments of the Administrative Office of the President Kabul, Afghanistan. According to the information received from the Office's Human Resources Department through a confidential source. A study information sheet was also enclosed with the letter from the organization for obtaining the information. The total number of employee's currently working 1,246 (AOP HR Department, October 2020- April 2021) without offices of the National Procurement Authority (NPA) and advisories office of the president. Determine the sample size from a given population of 1246 for the study; the Sekaran (2003) formula was used. Based on the people provided by the

Administrative Office of the President, the sample size of the survey was 293 participants. This study's sample size was selected using the Morgan (1970) table, 293 members of the entire population.

However, after an investigation, it was found that out of the total employee of this office, 145 participants have attempted capacity building programme in different ways (see Table 1.1). Therefore, an attempt was made to distribute the adopted and modified questionnaire to all 145 employees and collect field data. A quota sampling method was used for this study. It should be noted that the research questionnaire was personally distributed to the respondents in the Administrative Office of the President and given ten working days to fill by them, the researcher then collected it.

Table 1: Population and Sample size of the Research

Administrative Office of the President		Numbers of Employee	Percentage of sample size	Number of samples
Chief Staff Office of AOP		12	0.95%	3
Internal Audit Office		11	0.88%	2
Secretariat of the President		27	2.17%	7
Deputy Directorate General of Coordination of State Affairs		153	12.28%	36
Deputy Directorate of Public Relation and Awareness		95	7.62%	22
Deputy of Technical AOP		270	21.62%	64
Operation & Support Office of the president for National Development	Deputy of Technical	440	35.31%	103
	Deputy of Service	238	19.10%	56
Total		1246	100%	293

3.3. Research Instrument

The questionnaire containing 30 items was distributed to all 145 respondents, and it was measured in five Likert scales despite demographic things such as employee's age, gender, and job level. Independent variable Capacity Building and other dependent variables were constructed by the researcher.

3.4. Reliability Test

Reliability test has been done to achieve consistency and coherence of the research variables. Cronbach's Alpha was used in the study, which result 0.781 consistencies. The closer consistency and coherence reaches 1.0 is the better while less than .60 consistency are considered weak, those in the .70 range, are acceptable, and those ranged between .80 and .89 are considered good (Sekaran, p. 307, 2003).

4. Results and Findings

In the first part of this study, the researchers aim to explore the data obtained from the questionnaires related to the respondents' demographic characteristics. The respondents' demographic features include gender, age, level of education, and organizational grade level, which we analyzed each by using frequency table 1.2 below.

Table 2: Demographic Characteristics of the Respondents

Demographic Characteristics		Respondents	Percentage	Total Respondents	Total percentage
Gender	Male	128	88.28%	145	100%
	Female	17	11.72%		
Age	20-30 years	73	50%	145	100%
	31-40 years	54	37.3%		
	41-50 years	10	6.7%		
	51-65 years	9	6%		
Education	12 th	12	8.3%	145	100%

	14 th	10	6.9%		
	Bachelors	99	68.3%		
	Masters	24	16.6%		
Job level	Grade-1	14	9.6%	145	100%
	Grade-2	31	21.2%		
	Grade-3	34	23.3%		
	Grade-4	67	45.9%		

Table 2 shows the statistics are presented in terms of percentage. Total respondents were 145 in the research survey. Which results in 88.28% of participants are male, and the rest, 11.72% are female. To measure the age of the statistical sample, four age ranges have been used. As can be seen from the statistics, 50% people of the statistical model were in the age range of 20-30 years, similarly 37.3% people (were in the age range of 31-40 years), 6.7% people (they are in the age range of 41-50 years) and finally 6% people (they are in the age range of 51-65 years). These statistics show that this office workforce is primarily young and influential in society, and it offers a positive side. Statistics related to education seem that 8.3% of participants graduated from 12th grade, 6.9% participants holding 14th grade, 68.3 % participants were graduated with a bachelor's degree, and 16.6% responded with a master's degree. The education section results show that the highest levels of employees are graduated with bachelor degree while the lowest from 12th grade. The last section in table 1.2 related to job level of employees statistics in the Administration Office of the President shows that the positions of this office are divided into four categories, of which 9.6% are employees with grade first, 21.2% are employees with grade two, 23.3% were the employees with grade three, and 45.9% employees were the participants related to grade four. In this section, the majority of the employees were told to 3-4 degrees.

Chart 1: Employee's number of times the participated in capacity building programs

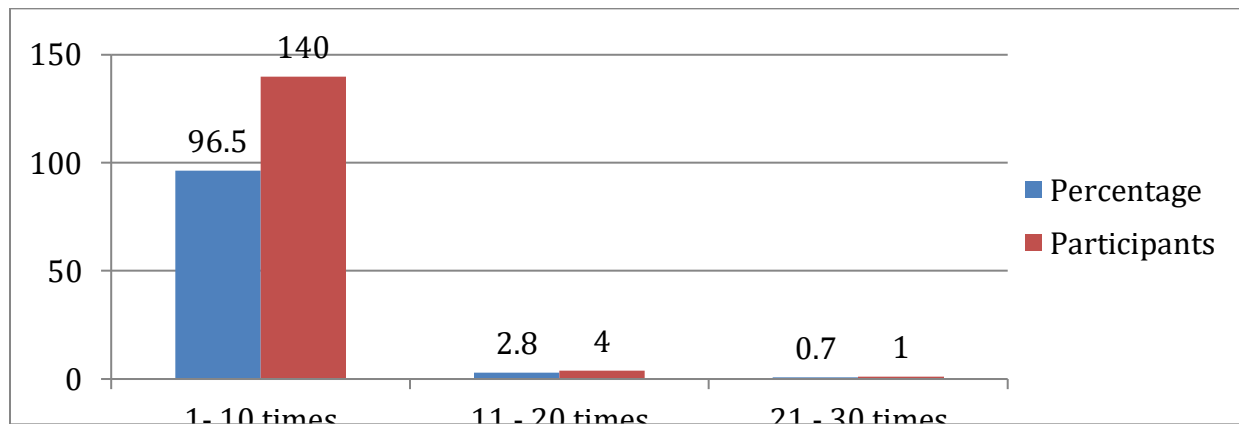


Chart 1 shows the number of times the employees participated in the capacity-building programmes in the president's administrative offices. As shown in this chart, 140 people (96.5%) have participated in such programmes between 1-10 times. Similarly, four people 2.8% of them have participated in these programmes between 11-20 times. Finally, one person (0.7%) has participated in this office's capacity-building programmes between 21-30 times.

Chart 2: Organizers of Capacity Building Programs

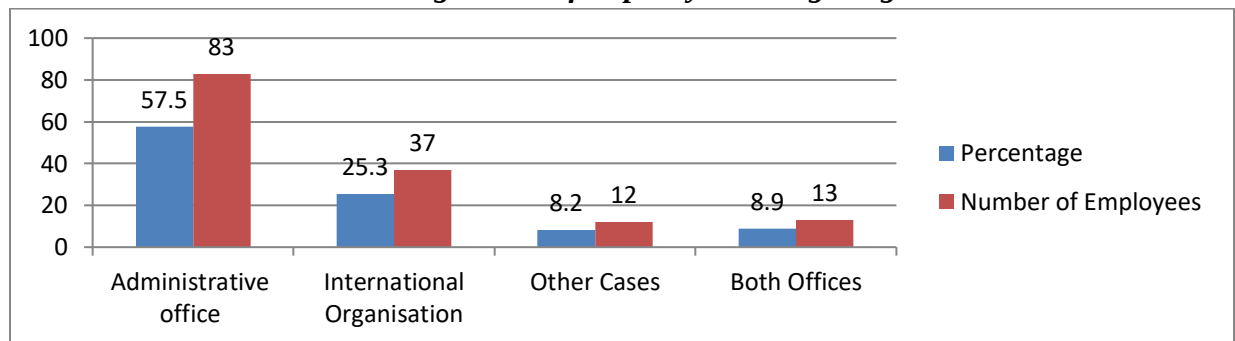


Chart 2 shows the organizations and institutions' statistics holding these capacity-building programmes for statistical sample people. As shown in the chart above, 83 (57.5%) of the respondents agreed that the Presidential Administration itself carried out the capacity-building programs. On the other hand, 37 (25.3%) Capacity building programmes have been used by international organizations. The Administrative Office and international organizations have organized the majority of these programs.

Chart 3: Respondent satisfaction level with capacity building programs

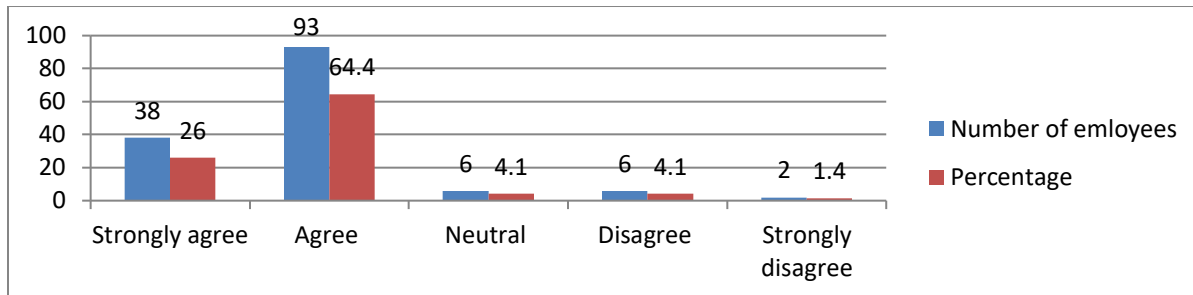
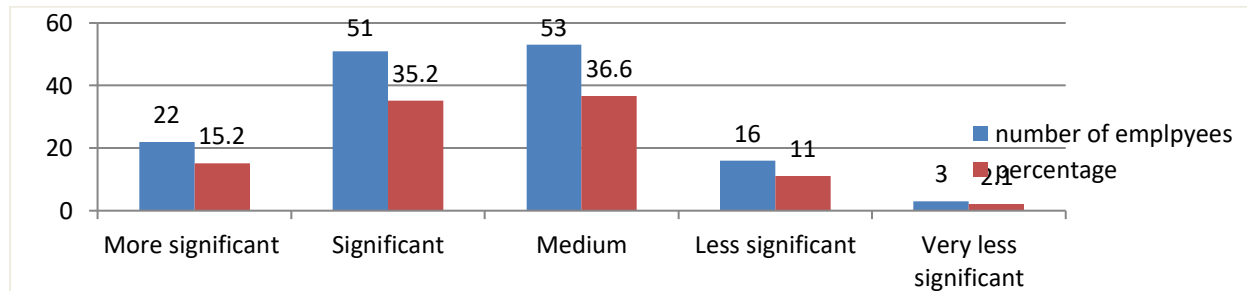


Chart 3 Shows the statics related to the employees satisfaction level with the capacity building programmes implementation they participated in. As can be seen that 38 people (26%) were strongly satisfied, 93 people, 64.4% of them were satisfied, 6 people 4.1% were dissatisfied and 2 people 1.4%were strongly dissatisfied with these programmes at all.

Chart 4: The impact of capacity building programmes on employee's skills development



This chart shows the assessment of the hypothesis of capacity building programme impact on employee's skills development. As can be seen from the above statistics, 15.2% of respondents have chosen the more practical option, 35.2% respondents have chosen the effective choice, 36.6% respondents have chosen the medium option, 11% respondents chose a less compelling option, and finally, 2.1% of the respondents selected a significantly less significant option. It appears that the level of respondents' skills has dramatically increased as a result of participating in capacity-building programmes in the Administrative Office of the President.

Chart 5: The impact of capacity building programmes on employee's job satisfaction

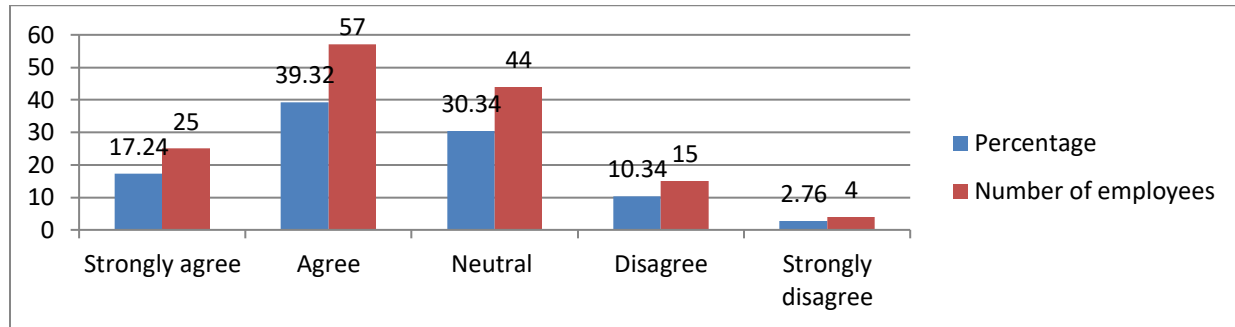
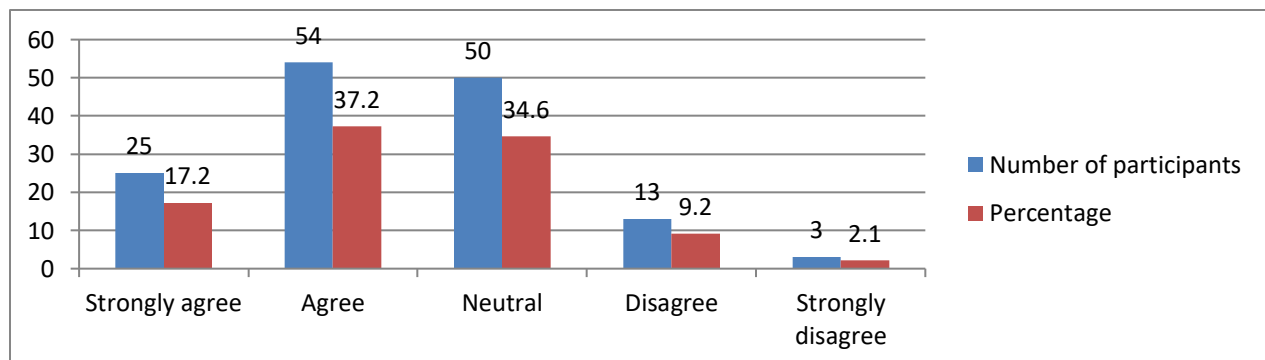


Chart 5 shows the impact of capacity building programmes on promoting employee job satisfaction at AOP. It can be seen that 17.24% of the respondents were in strongly agree category, 39.32% of them were in the agree category, 30.34% of them were in the medium category, 10.34% of them were in disagree category and only 2.76% respondents were in strongly-disagree category. Therefore, we conclude that hypothesis the impact of capacity building programmes on employee's job satisfaction has a significant result in this office.

Chart 6: The impact of capacity building programmes on employee's performance



Above chart shows the impact of capacity-building programmes on employee performance. A total of 2.1% of respondents were in the strongly disagree option, 9.2% of them were selected disagree option, 34.6% of them were in the medium option, 37.2% of them chose the high chance, and finally, 17.2% of them chose the very high option as it results from the above statistics, the main hypothesis of this research that the impact of capacity building programmes

on the employees performance of AOP is confirmed and shows that programmes can directly and positively improve the performance of employees in this office.

5. Conclusion

Capacity building process necessitates both short-term and long-term solutions. To date, the Afghan government's and foreign donors' strategies have been ineffective and, in some cases, counterproductive. The development of state capacity has been hampered by a lack of balance between building capacity and providing public services, as well as a lack of a long-term strategy. This study aimed to assess the effectiveness of capacity-building programme in the Administrative Office of the President. The study found significant employee satisfaction in various areas of capacity-building program. The findings indicated that capacity-building programme boosted employees' skills development, job satisfaction and employees' performance in the office. Therefore, the study concluded that implementing such programmes in the government organizations will improve employees' professional skills and motivate them in work areas. As a result, it is critical to prioritise the development of state capacity in order to improve the quality of civil administration as well as the employee's professional skills. For future research, it is therefore critical to implement a capacity-building programme aimed at improving the quality of civil administration in Kabul and other provinces.

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